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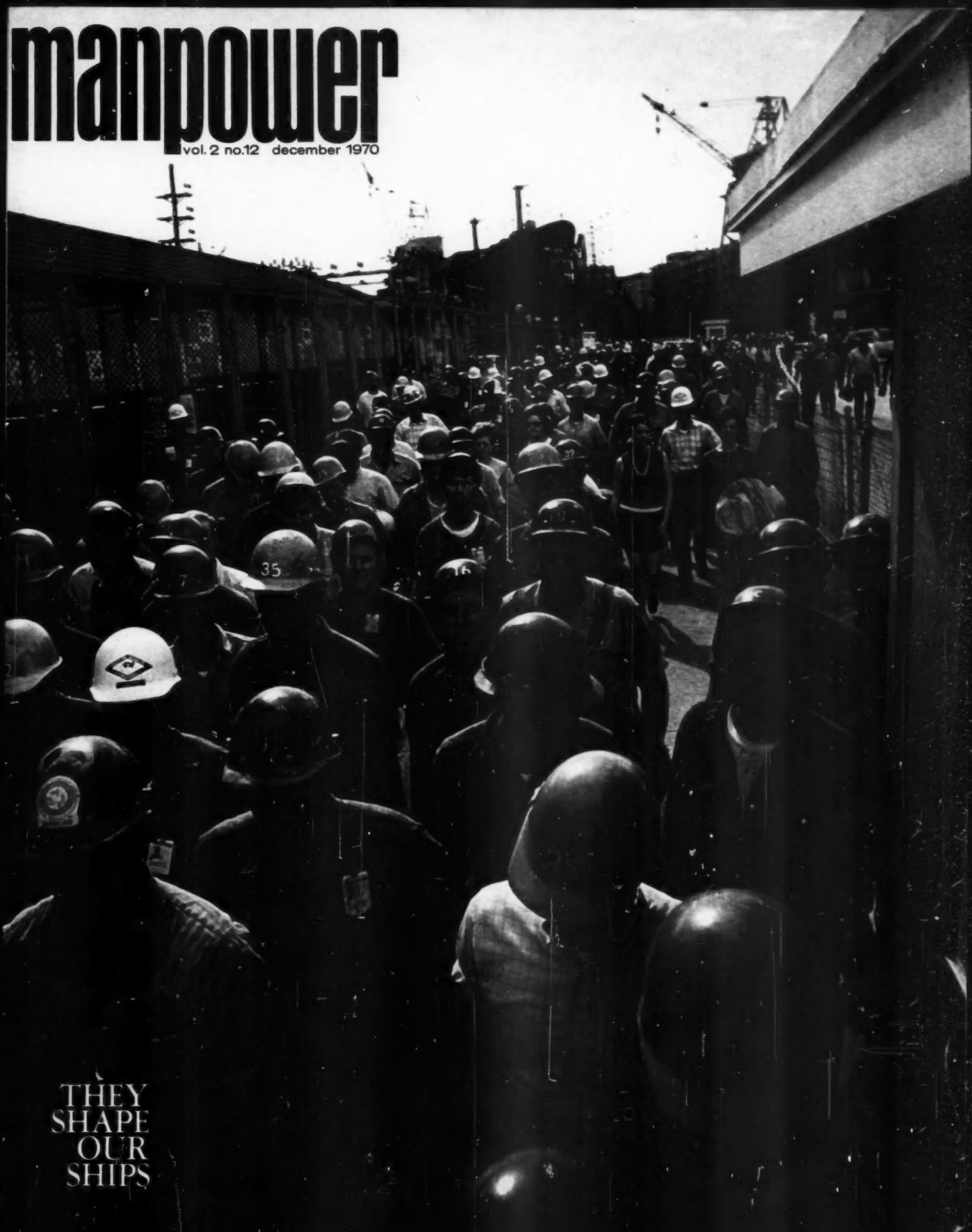

THEY SHAPE OUR SHIPS

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Viewpoint

We seem to think that the more colleges we build and the more students we dragoon into them, the more educated our population will become. This is a fallacy. . . . We are surfeited with third-rate professionals: Teachers who are barely literate, business executives who are weak in economics, engineers who have trouble with a slide rule, radio announcers who mispronounce the simplest English words. And while droves of ill-prepared and poorly motivated people are sporting baccalaureate and even graduate degrees, it's next to impossible to find a competent mechanic or chef or electrician. . . . Don't let anybody push you into college against your will. . . . There is a desperate demand all over this country today for honest craftsmen—for people who know how to work effectively with their hands and who take pride in manual accomplishments. Consider that to be a good plumber is infinitely more honorable than to be a slipshod scientist or an incompetent attorney—and, these days, it's likely to be more lucrative, too!

Dr. Robert V. Andelson

Associate Professor of Philosophy
Auburn University

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Articles

2 **DEALING WITH THE DRINKING PROBLEM**

8 **'SURVIVAL ENGLISH' DOES THE JOB**

13 **THEY SHAPE OUR SHIPS**
Jack Shepherd

21 **FROM THE MOUTHS OF BABES**

24 **PUTTING LABOR IN WORK TRAINING**
Kenneth Fiester

30 **CRAM COURSE FOR COLLEGE CLERKS**
Roger R. Morris

Departments

20 **NEWS & NOTES**

33 **PUBLICATIONS**

J. D. Hodgson, Secretary of Labor

Malcolm R. Lovell, Jr., Assistant Secretary for Manpower

Paul J. Fasser, Jr., Deputy Assistant Secretary for Manpower and Manpower Administrator

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COVER: Pascagoula shipyard workers head home. U.S. Department of Labor photo by Robert Moeser.

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DEALING WITH THE DRINKING PROBLEM

XUM

Remember the old movies that showed a drunk weaving his precarious way through rushing traffic or across a high trestle bridge? Tastes in movies have changed, but drinking and drunks are still a comedy staple in scores of contemporary movies and television shows.

Despite the humor, alcoholism is no laughing matter. The Government's highest ranking health official, Dr. Roger O. Egeberg, has stated that alcoholism affects 6.5 million Americans and called it the Nation's number one health problem. John W. Gardner, when Secretary of Health, Education, and Welfare, said no other national health problem has been so seriously neglected.

Not only is alcoholism now recognized as a full-fledged disease in its own right, but it often is linked to other diseases such as cardiovascular ailments, cirrhosis of the liver, pulmonary tuberculosis, and mental illness. Alcoholics account for more than 20 percent of male admissions to mental hospitals and to psychiatric wards of general hospitals. In some States, alcoholics account for nearly 50 percent of all admissions to State mental health programs.

In industry, alcohol causes a $2 to $3 billion a year hangover, brought on by the tardiness, absenteeism, accidents, bad decisions, lost contracts, and medical costs of employees who imbibe too often and too much. To explore what industry is doing about this problem, the National Industrial Conference Board (NICB), a nonprofit research organization specializing in business economics and management, surveyed business executives across the Nation. Its findings, with responses from 160 companies, are set forth in the NICB report, "Company Controls for Drinking Problems." Comparisons are also drawn with an NICB study made more than a decade ago of the alcoholic worker.

Who are the alcoholics among us? According to the NICB, they are persons who suffer a complex, chronic disease and whose repeated bouts with liquor interfere with their work, personal relationships, and health. The NICB report uses "alcoholic" interchangeably with "problem drinker" because it found this was the practice in industry. The problem drinker, the NICB says, may not have entered a chronic stage of the disease but his work nevertheless suffers from alcohol abuse.

Sixty-nine companies in the NICB survey had established some kind of policy on alcoholism, most of them adopting a positive approach which formed at least the beginning of a control program. Only 27 thought their control program was fairly good. Still others reported doing very little about alcoholism, and 33 companies said they had no cause to worry about it.

Compared to 12 years ago, more companies recognize that they have an alcoholism problem, the NICB says. But relatively few perceive its true dimensions. Most companies thought less than 1 percent of their workers were alcoholics, a figure that NICB researchers consider unrealistic. To back up this evaluation, they quote the National Council on Alcoholism, an education and research organization, to the effect that this rate might be found "in a mercantile establishment where perhaps 70 percent of the employees are female and the average age is around 35." In old-line, heavy industries where workers are older and most are men, the minimum rate the Council normally expects to find is 6 to 8 percent.

One company president told the NICB that a substantial amount of alcoholism in industry results from feelings of frustration which are created by unsatisfactory management attitudes and methods. Nearly half the companies surveyed agreed with him—although among physicians, NICB researchers point out, there are differing views of the importance of environmental factors as a cause of this disease.

Sometimes all it takes to enlist company interest in alcoholism control is a few hard-drinking employees. This was the case with the Great Northern Railway Co., now merged into Burlington Northern, Inc., when it began its program 19 years ago as an emergency response to a serious drinking problem at one of its terminals.

Until that time, "Rule G" was the railroad's only defense against alcoholism. Rule G prohibits employees' use, possession, or being under the influence of alcoholic beverages or narcotics while on duty, subject to duty, or at any time when on company property. Each year violators were dismissed under this rule, but there were always others whom supervisors protected in an attempt to "give them one more chance." The company realized that Rule G was insufficient and that more than disciplinary measures was needed.

Dismissals Caused Loss of Human Skills

Another consideration entered into the railroad's adoption of a control program. "We discovered (in dismissals under Rule G) we were losing a wealth of human skills and experience, and hence a monetary investment as well," a company executive reported to the NICB. "Furthermore, we had no assurance we were not replacing these alcoholics with other potential alcoholics.

"Generally the destructive nature of alcoholism strikes during an individual's most productive and valuable years, between ages 35 and 50. It simply made good sense to seek an effective method of helping the alcoholic worker recover and retain his special skills and experience."

Today when Rule G is broken—and if the findings in a formal investigation go against the employee—he is dismissed but also offered counseling and referral to appropriate community resources. With few exceptions, those who get fired for violations have had many warnings, company officials say. Often it takes the shock of dismissal to get alcohol abusers to face reality. They are forced to make a decision about the future when they find few railroading skills are applicable in

other employment and they have trouble getting another job at comparable pay. Company policy is to consider reinstatement—with full seniority—of those who put in a successful year in a rehabilitation program, providing their counselors and management consider them good risks.

Because the Burlington Northern program stresses early detection of alcoholism, 60 percent of those getting help stay on the job while they mend their ways. A handbook for supervisors states company concern for any employee who—although not yet an acute, chronic alcoholic—overindulges in alcohol to the extent that it creates problems on the job or tends to discredit the company off the job.

The handbook tells supervisors:

"No behavioral change should be ignored. . . . We are interested in reliability, job proficiency, and responsible conduct. When these standards alter, we should try to determine the cause. . . ."

This is not an attempt to get medical diagnoses from railroad men, according to the program director, Charles L. Vaughan, Jr. "Supervisors deal with employees on an eye-to-eye basis and know when something is wrong," he says. "What's more, they probably get information over the grapevine about the cause. But they have a tendency to cover up for fellows working for them and are reluctant to face them with the truth and the fact that they need help."

Shielding a problem drinker, supervisors are warned, is harmful to both him and the company. "Whether you realize it or not," the company handbook says, "he is unable to keep his promise to you (to stop drinking) without proper guidance and counseling, even though he intends to. . . . His problem will only worsen, become more complex, and wreak greater havoc for both himself and the company if handled in this manner.

"Remember, you are not a stool pigeon if you call the fire department when you see your neighbor's house on fire!"

Staff Composed of Reformed Alcoholics

To serve employees who are scattered across two-thirds of the continent—and along 27,000 miles of track—Burlington Northern employs a single man and four husband-wife teams and is planning to add to this staff. All of the men, including Vaughan, are reformed alcoholics. Like most specialists in this field, Vaughan believes there is no cure for alcoholism. The reformed alcoholic still has the disease, he says, but keeps it under control by lifetime abstention from alcohol.

Women's team members add a special dimension to the company program, Vaughan finds. They work with the wives of alcoholics and help stabilize home situations, he reports. Staff members call on potential clients off company property as much as possible so as not to arouse fears of disclosure. Anonymity of problem drinkers is further protected by use of numbers rather than names in progress reports to management.

Most recoveries are made with the help of Alcoholic Anonymous (AA), an organization that describes itself as "a fellowship of men and women who share their experience, strength, and hope with each other that they may solve their common problem and help others to recover from alcoholism." AA now has more than 9,000 local groups in the U.S.

Few Burlington Northern alcoholics have required hospitalization, and those who did generally needed only 2 to 7 days of detoxification. Vaughan has found that in rare instances when longer term care is needed, State hospitals are an important resource. "Unlike other hospitals, they can't refuse admission to the alcoholic," he says. "Many of them even have special 30- to 60-day alcoholism programs which offer some followup therapy after they have dried out the patients."

Burlington Northern had worked with 1,738 cases of alcoholism in its control program by the first of this year. Among them are 1,165 persons who are still employed by the company, including 1,049 who have had a satisfactory recovery and 116 whom Vaughan describes as "still giving us trouble." Another 573 persons have been permanently separated from the company, some of them by death.

At Boston Edison Company, a young auditor sparked his employer's interest in alcoholism control 6 years ago. A control program, he told the Boston utility company, would produce both human and financial dividends.

Looking back, company spokesmen remember times when they thought that starting an entirely new company with a built-in alcoholism program would be easier than installing such a program in a company with 75-year-old traditions.

Boston Edison management had to ponder new questions:

- What will we do about the person who has had his last chance and who pleads agonizingly for another one, who has a large family to support (when he is capable of supporting it), or who is a nice fellow when sober?
- Will we fire employees for alcoholism, as well as for things that alcoholism causes, such as absenteeism, irresponsibility, and poor work performance?
- Is a doctor the only person competent to make a diagnosis of alcoholism? Does a wife also know whether her husband is an alcoholic?

Supervisors were unhappy because their role was changed. Formerly, employees calling in with "a virus" were automatically placed on the sick list, thus relieving supervisors of any responsibility. Now supervisors were expected to pay special attention to job performance and attendance, accurately recognize problem drinkers, refer them to the medical department if they would go voluntarily, and take disciplinary action if they would not.

The company's announcement that it was launching an alcohol control program made a prominent union leader apprehensive, Boston Edison reports. Such fears were lessened by company consultation with four employee unions and an all-day seminar in which union presidents, executive boards, and shop stewards heard what their brethren at Massachusetts Bay Transit Authority, Raytheon Company, and General Electric Company thought of control programs which had been underway for some time in those firms. As a result of these efforts, union locals supported the control program and have helped make it effective, Boston Edison told the NICB.

Problem drinkers enter a 1-year program starting with a complete physical examination in the medical department. When necessary, workers are hospitalized under the regular Boston Edison sickness benefits plan.

The program has three phases and is a package unit which must be accepted in its entirety. "We do not dry out a problem drinker and restore him to good health only to have him resume drinking and begin the vicious cycle all over again," the company says.

In the first phase, an employee reports weekly for 2 months to the program's rehabilitation counselor in the medical department. He may not take any overtime work and is expected to attend Alcoholics Anonymous meetings 4 or 5 nights a week. "AA is an integral part of our operation—without it we would have little or no success," James E. McCauley, the rehabilitation counselor, says.

If the worker makes satisfactory progress, he moves into a 3-month second stage in which he gets biweekly counseling, is required to attend only three AA meetings a week, and may take 8 hours overtime work a week. In the last 7 months of the program overtime restrictions are lifted; the employee must visit the counselor once a month and attend three AA meetings a week.

Employees who fail to improve after 6 months in this program may be subject to termination if unfit for duty. If they are successfully rehabilitated by the end of the year but suffer a later relapse, they are treated as new cases.

When the program began, supervisors were to be key people in making referrals; however, they have sent into the program only 7 per cent of its participants. Half of the cases were referred by the medical department—an indication that their alcoholism was sufficiently full-blown to show up in a physical examination—or were people who simply walked in and asked for help. Families referred another 9 percent, and others came in after disciplinary actions.

Community Resources Used Extensively

By the middle of this year, 148 employees had entered the program, 10 of whom mistakenly identified themselves as alcoholics and came in during the first flush of excitement after the program began. Seventy-nine successfully completed requirements and only 10 were fired or quit in lieu of discharge. Others have died or retired; 35 are still working with McCauley.

Boston Edison summed up for the NICB its view of alcoholism control by industry. After comparing costs of action to costs of inaction, company spokesmen said: "Even in the narrowest view a control program makes sense on the balance sheet."

The NICB report describes nine company programs in detail. All used community resources extensively even when they had their own medical staff and clinic facilities. Alcoholism is recognized as a highly complex illness in which coexisting diseases and medical and psychological complications are common. No single community resource is effective with all alcoholics, the NICB learned, and usually more than one is needed to rehabilitate a single case.

Asked to rate the adequacy of these resources, employers gave the highest marks to Alcoholics Anonymous. But a sizable number of alcoholics do not affiliate with AA for one reason or another, the report says. "This may be due to ignorance of its existence or its purpose. Although AA is nonsectarian, some have objected to it on religious grounds or criticized it as being 'too spiritual.' Professionals and executives sometimes shun association with AA, feeling perhaps that AA is only for the blue-collar worker."

Other resources used—but found to be far less effective than AA—were doctors in private practice; hospitals and

clinics; family welfare services; clergy; and information centers affiliated with the National Council on Alcoholism.

"It may come as a surprise to some that hospitals and doctors do not score more favorably since alcoholism is a medical problem," the NICB comments. "The answer is that both . . . with notable exceptions have been slow to come to grips with the problem of alcoholism. Even today few doctors and hospitals welcome alcoholic patients, preferring to deal with other patients for whom they feel they can do more."

Most companies in the NICB survey were fairly large manufacturing firms. Few of the companies thought that management could operate effective control programs without union cooperation. Yet unions were generally playing a supporting rather than a partnership role—only 8 of the 160 programs in the NICB study were joint union-company efforts.

How do the companies treat executives who have a drinking problem? Sixty percent reported using the same procedures for all workers, regardless of rank; 40 percent gave more consideration to executives—they allowed them leeway for slipping back, used private care rather than community facilities, and protected them for longer periods. Two companies, however, were stricter with executives and feared serious damage to their business organization from alcoholics in responsible jobs.

Alcoholism Higher Among Executives

There is a higher incidence of alcoholism among executives and greater difficulty in identifying problems than among rank and file workers, the NICB says. Partly responsible is the fact that drinking on the job often is normal business routine in the executive suite. When an executive begins losing control over alcohol, it may be hard for him and his coworkers to realize that there has been a change. As alcoholism deepens, some executives conceal it by carrying a bottle to work in their briefcases and sneaking drinks in the solitude of a private office.

The special characteristics of the executive alcoholic were the subject of a recent study by Gordon Berkstresser, a recovered alcoholic and director of new products for a division of West Point-Pepperell, Inc. Berkstresser, who did his study for a master's thesis at City University of New York, was aware of the "warning signals" commonly used by business firms to detect alcohol abuse among employees—habitual drinking at lunch, long lunch periods, mood changes after lunch, accidents, and unscheduled absences after paydays, weekends, and holidays. He believed that while these might serve to spot problem drinkers among blue-collar workers, they were not valid in executive offices where many of the practices are standard operating procedure and not regarded as alcoholic symptoms.

His research, conducted with several hundred executives, revealed that these men regularly showed up for work and did

not call in—like problem drinkers in other company slots—with excuses such as a sick child, a sick wife, a death in the family, an automobile accident, or a sudden attack of grippe.

"These men are outwardly successful," Berkstresser says. "They still have houses, club memberships, jobs, good incomes, pride, and status—all things they try to protect by going to work regularly. What's more, they have to work steadily to keep the money coming in to protect their drinking habits. In the last year of my career as a practicing alcoholic, I spent $3,600 for booze and had indirect costs such as $150-a-month phone bills—like a lot of drunks, I called everybody I knew in the middle of the night."

Berkstresser's study also indicates that alcoholic executives work steadily through vacation periods. He theorizes that they have deeply rooted insecurities and worry about their jobs when they are not at work to protect them.

But if the alcoholic executive does not emit the same warning signals as blue-collar employees, he does send out some distinctly his own. Berkstresser says he turned up these common elements: Extreme marital problems, children getting psychiatric help, early arrival and late departure from company functions with free liquor, and sizable increases on expense accounts.

Most of these symptoms are known at work and are reportable in company efforts to control alcoholism, Berkstresser says. "There will be increases on expense accounts because an executive is routinely unable to make the plane home Friday night and has to stay over one more day. This is a fairly typical thing, and forms a pattern that a firm comes to know well. Party behavior is observable, and serious marital problems are almost impossible to keep under wraps.

"About the only symptom that a personnel department or coworkers may not know is when a man's youngsters go to a headshrinker. My entire family needed psychotherapy because they were living with a madman, but this is not something I talked about at work. Probably only companies with medical plans covering psychiatric care for family members can use this indicator of alcoholism."

According to the National Institute of Mental Health, more than 70 percent of the Nation's problem drinkers live in respectable neighborhoods with their husbands or wives, try to send their children to college, may belong to a country club, attend church, pay taxes, and continue to perform more or less effectively as bank presidents, housewives, farmers, salesmen, machinists, stenographers, teachers, clergymen, and physicians. As the NICB report shows, a number of business firms have clearly seen their own interests damaged by alcoholism on the job or in a worker's home and are making an important contribution to alcoholism identification and control in this sector.

But what of the poor without regular jobs—and the unemployed? Costs to business of alcoholism among these groups may be less direct and paid largely through taxes, but they are nonetheless present. A report of the President's Commission on Law Enforcement and the Administration of Justice, for example, said that the annual costs of arresting and processing homeless men in New York's Bowery runs into the millions of dollars. Yet this money is being spent for little more than clearing the streets for a short time.

To learn how to better handle alcoholism among the Bowery's jobless and homeless men, the U.S. Department of Labor's Manpower Administration announced in August a planning grant of $19,425 to the Vera Institute of Justice, Inc., in New York City. The Institute is both exploring the potential and putting together a proposal for an experimental supported employment program in which these men would get supplementary income to make up the difference between what they require for a living wage and what they can command in the marketplace. Successful rehabilitation also might include placement assistance in jobs where employers are willing to pay them regular wages.

In Seattle, a Manpower Administration project operating under the State employment service is providing job-related assistance to needy alcoholics, many of them habitués of Skid Row. This is an experimental effort to see if the employment service can help overcome their problems.

At first, all participants came into the program after a 120-day stay at Cedar Hill Alcoholic Treatment Center, to which they had been committed by city and county courts. At Cedar Hill, alcoholics get both a full course of treatment for their disease and prevocational training funded under the Manpower Development and Training Act—landscaping, simple carpentry and maintenance work, food service, or metal and woodworking.

More recently, people also have been referred to the project from the alcoholism unit at the American Lake (Wash.) Veterans Hospital and from other resident treatment programs.

A Vocational Resource Center in downtown Seattle is headquarters for the project's outpatient services and helps the alcoholic make the difficult transition from poverty and disease to recovery and stable employment. The center staff pulls together all community resources available to help the alcoholic, including legal assistance, welfare payments, vocational rehabilitation services, housing in private apartments, and coordination with Alcoholics Anonymous to obtain sponsors for individuals requesting AA help.

Employment Service Finds Openings

Employment service counselors at the center find openings with Seattle employers for their clients and provide other employment help. A director, and six counselor aides, subprofessionals who are recovered alcoholics, make up the center staff.

The project, now nearly a year old, is funded on an annual basis—this year's contract is for $135,935—and is expected to continue for 2 or 3 years, by which time it is expected that the State employment service will take it over as a regular function. What is learned in this approach to the alcoholic may also help deal with the special employment problems of former mental patients, the chronically physically impaired, drug addicts, and persons who have never been employed.

According to Dr. Egeberg, who is Assistant Secretary for Health and Scientific Affairs of the Department of Health, Education, and Welfare, we still have much to learn about alcoholism and need a great deal more research in medical areas.

"But our lack of knowledge," he says, "is exceeded by our seriously inadequate efforts to apply what we already know to the detection, prevention, treatment, and rehabilitation of the victims of alcoholism. . . . It is my firm intention to work for the establishment of . . . a national program . . . involving Federal and State governments; local agencies—public and private; the universities; and industry. For indeed every institution in our society has a job to do in the battle against alcoholism." □

'Survival' English Does the Job

Formal grammar and vocabulary drill are great for the foreign student learning English. But the Puerto Rican Forum believes that for the newcomer struggling to earn a living, the best English to learn is the English he needs on the job.

So the Forum, a nonprofit organization dedicated to improving the lot of Puerto Ricans in America, is not teaching Spanish-speaking people working in New York to say, "We see a glass of water."

It is teaching hospital housekeepers to say: "Did you wash the floor this morning?" "No, it was waxed yesterday."

Employees at Merrill Lynch, Pierce, Fenner, and Smith, Inc., prestigious stock brokerage firm, are practicing: "Is it necessary to change the registration on the bonds?"

And at First National City Bank (Citibank), employees are learning: "He has a $158 balance in his checking account."

Through its experimental Basic Occupational Language Training (BOLT) course, the Forum in 3 years has trained more than 500 Spanish-speaking citizens, most Puerto Ricans, in "survival English." And to make the Puerto Ricans feel more comfortable at work, it has taught 128 of their English-speaking supervisors and fellow workers such phrases as:

"Buenos dias. Como esta usted?" (Good morning. How are you?)

"Muy bien, gracias." (Very well, thank you.)

More and more employers in New York are finding language instruction a must. According to Hector I. Vazquez, executive director of the Forum, the city's Puerto Rican population now numbers more than 1 million. And another 500,000 Spanish–speakers have entered the city from Cuba, the Dominican Republic, and other Latin American nations.

In New York, according to a Labor Department study, the Spanish-speaking fare less well than any other minority group. In the U.S. as a whole, only the American Indian is worse off.

For the year ended June 30, 1969, median earnings of Spanish-speaking families in New York were 13 percent below the median for the city's black families and their unemployment rate was nearly half again as high. Only 1 in 5 had 12 years of school or more and 47 percent had 8 years or less.

Moving Up Proves Difficult

And thus far Puerto Ricans have been less successful in battling their way up than were the swarms of immigrants who came to America in the past. There are several reasons for this, according to Vazquez and Dr. Charles Bahn, associate professor of psychology at the City University of New York and a special consultant to the Forum.

First, the Puerto Ricans got here late. Their exodus to America began in earnest only after World War II. They arrived to find a highly organized technological society no longer so hospitable to newcomers scrambling for a foothold.

Second, they have less pressure to master the language. Previous immigrants were compelled to learn English to qualify for citizenship. The Puerto Ricans arrive as citizens.

Third, they do not burn their bridges when they set out for New York. Their native land is close by and a one-way plane ticket is $60. No other immigrant group has been able to return home so easily and inexpensively. "Most Puerto Ricans have the feeling they will go back home some day," said Dr. Bahn, so they are not spurred to learn the language.

The BOLT course is now 3 years old. It was funded in September 1967 as a research and development project by the U.S. Department of Labor. Total funding to date has been more than $700,000.

Its objective is to develop and test a varied program of occupational language training for Spanish-speaking workers. The project is trying to find out the length of training that can achieve the most practical results, and the effects in terms of actual job upgrading. As a secondary effort, Spanish is being taught to Americans who work with Spanish-speaking people.

Vazquez tells of an incident that illustrates the importance of closing the language gap. A Puerto Rican in New York slumped to the sidewalk, the victim of a heart attack. A crowd of Puerto Ricans quickly gathered and one straddled the stricken man to give him artificial respiration. An English-speaking policeman rushed up, hastily concluded it was a fight, and struck the man on top. The angry Puerto Rican crowd promptly attacked the policeman. "A few words could have solved it, if they had spoken each other's language," Vazquez said.

'We have a lot of talented people. Their only drawback is that they don't speak English.'

And an understanding of Puerto Rican culture could head off other prickly problems, he said. "Take a man named Juan Garcia Lopez. The middle name is his father's and the last his mother's. He goes for his driver's license and the clerk shortens it to Juan G. Lopez. A little later he's in an accident and the police ask his name. He says 'Juan Garcia'; they look at his license, and immediately he's in trouble. They think he's using someone else's permit."

On the job, the lack of English can be devastating to a Latin American. "Lots of companies want to upgrade them," Vazquez said. "They have Puerto Rican workers they like but, since they can't communicate, they're frozen in menial tasks. So English-speaking people with less education and capability get trained and are promoted."

His contention is borne out by Frank Barker, Citibank's assistant vice president in charge of input operations, some of whose subordinates have been enrolled in BOLT.

"We're basically a check processing function here," he said. "We get all the work from our more than 180 branches, our head office departments, and from overseas by mail, about 750,000 to 1 million checks a day. In round figures about 100 of 275 of our people on our evening shift are Spanish-speaking.

"We have a lot of talented people. Their only drawback is that they don't speak English. The faster they learn, the better opportunities they will have. A lot of these people have very good backgrounds. It's really English that's the

key to their moving up, especially into areas which are frequently in contact with other departments or with customers."

Amparo Lopez, one of his employees, was a proof machine operator, encoding checks, before taking the BOLT course in the summer of 1969. She has now been promoted to expediter, the person who solves any problems which might arise to plague an operator. Jose Alvarez, 33, a fellow worker who also took the course, has moved up two steps. He is now assistant section head in charge of six operators and his pay has jumped $1,500 a year.

"It was very interesting for us, because I think that my mind was sleeping," said Miss Lopez. "With this course, I woke up my head. I begin to understand because the teacher tried to get us to speak, not write."

"Before the course," Alvarez said, "when the phone rings, I feel afraid. But now when I hear it, I pick it up. I like to speak with the American people. I don't speak so well but I'm not afraid."

Mastery Requires Time

Two of Barker's other employees, Clara Pichardo and Thelma San Jose, illustrate how people of talent and experience can be held back by lack of English mastery. Both are proof machine operators; these are good jobs but routine rather than creative ones. Yet Miss Pichardo graduated from college in the Dominican Republic. And Mrs. San Jose studied 2 years at the University of Havana and was for 7 years a top secretary in an important Cuban government ministry comparable to our Federal court system.

The course has improved their English and stimulated their desire for further study, but they have not yet learned the language well enough to move to more skilled jobs. A conversation with them reveals the basic strengths and weaknesses of the course. Both have difficulty in making small talk. Their English is halting, sometimes broken. But when they talk about their work, their training shows up. On-the-job terms in which they have been drilled—like "encoding machine," "cashier's check," and "proof sheets"—roll off their tongues without hesitation and almost without an accent.

Vasquez and Dr. Bahn are quick to admit that BOLT has limitations. They emphasize that no miracles can be expected of the standard 50-hour course or the longer 100-hour program.

"It's survival English," said Vazquez.

"You can't get away from the fact that it's a crash course," said Dr. Bahn. "To master English, you need 300 hours, or six full college semesters, normally spread over 3 years. A time input is needed. (BOLT's 50-hour course often is crammed into 5 weeks.) At college, for every hour in class, another hour is spent in a language lab."

Despite these disclaimers, statistics compiled on the classes to date are impressive. Ninety-eight percent of the graduates of the first 20 classes reported that BOLT improved their job communication ability in English, and 1 out of 4 graduates went on to enroll in upgrading training programs. Their employers revealed that 83 percent of the graduates had received salary increases (though many were routine) and 25 percent had been promoted. Employers and trainees also reported significant improvements in morale and motivation and a sharp reduction in error and accidents due to misunderstandings.

An in-depth study of a class of 10 employees from the Montefiore Hospital and Medical Center in the Bronx showed dramatic language gains through BOLT. Tested at the outset of the 100-hour course, they scored an average of 50 out of a possible 100 in aural (hearing) comprehension. Not one person made a grade as high as 69, the dividing line between those capable of undertaking job skills training courses conducted in English and those who cannot. Halfway through the course, the average grade rose to 61, and by the end to 73, a 48 percent improvement. (A score of 70 or better is sufficient for part-time university study.)

BOLT also has helped Puerto Ricans overcome civil service barriers. New York City can hire people on a provisional basis. Civil service regulations, however, require that when an exam is scheduled, provisional workers must pass it and become permanent employees or be terminated.

In one experiment, 56 BOLT graduates working as Housing Authority caretakers took the appropriate civil service exams. Nearly 50 percent passed, lower than the 62 percent passing rate for all candidates, but a tremendous improvement over the usual 20 percent success rate of Spanish-speaking applicants who receive no special training.

Richard Burns, director of training for Brooklyn Hospital, feels the most important benefits cannot be measured statistically. He says BOLT classes for hospital employees raised morale and improved personal relations between Latins and other Americans.

"I saw it almost immediately," he said. "Communications improved. I'm not kidding myself. I took the course (to learn Spanish) and I'm not that fluent. But there used to be no talking or communications in the halls or on the job generally. As soon as the courses began you heard them greeting each other—'Como esta usted?' 'How are you?' It certainly created a better working atmosphere and everyone who took the course seemed to have pride about his job. The nurses began using (Spanish) with the patients."

This latter point is important. Brooklyn Hospital's patient population is largely Puerto Rican. "Where you have a language barrier in a hospital, between patients and staff or between employees and supervisors, it creates many other problems," Burns said.

'They Trust Me More'

Perhaps the most important beneficiary at the hospital has been the social services department. Staffers here have to quiz patients and their families upon entry and give them whatever nonmedical services they need.

"I didn't think I could learn another language at this stage of my life, but now I can communicate important ideas and ask important questions," said department supervisor Ivan Merber, after taking the course himself. "Many times I have had to interview people who can't speak English at all or poorly. Now I can get information that's vital.

"The main thing is I feel closer and more involved with the culture and the people of Spanish backgrounds. I used to need an interpreter and I felt alienated, almost annoyed. Now I really enjoy talk-

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New York's skyscrapers form a backdrop for the Puerto Rican Forum's mobile language lab, parked near the East River. Spanish-speaking employees of Merrill Lynch leave their offices nearby to attend classes in the lab.

Spanish-speaking employees of Merrill Lynch listen to English phrases on headsets in the Puerto Rican Forum's mobile language lab, which is brought to a street near the Merrill Lynch office 3 days a week for the classes.

Thelma San Jose discusses a work problem with Citibank assistant vice president Frank Barker. Barker says Citibank has lots of talented Spanish-speaking employees whose "only drawback is that they don't speak English."

Ellen Press, administrative assistant in Brooklyn Hospital's Social Services Department, uses her BOLT-taught Spanish to answer Manuel Acevedo's questions. Learning Spanish "gives you a rapport with people you need to reach out for in terms of your job function," Miss Press says.

Clara Pichardo operates an encoder that prepares checks coming into Citibank for the computer. A college graduate in her native Dominican Republic, she is studying English to improve her promotion prospects at the bank.

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ing to them. I understand their feelings and they trust me more. Some of them actually help me with my Spanish, so there's a mutual give and take. It's an equalizer."

English-speaking Merrill Lynch employees agree that learning Spanish has both practical and personal values. On his first day as an instructor of operating cashiers, Charles Pekar found the entire class composed of Spanish-speaking people. "It was very difficult to train them, as you can imagine," he said. "I thought my instructing days were over." Through BOLT he has since learned enough Spanish to make himself understood.

On the personal side, "You're able to exchange greetings and share office gossip," said Carol Dosik, staff assistant for training in Merrill Lynch's transfer department.

Tapes and Slides Used

The pattern for BOLT classes is rather simple. Those studying English concentrate on words relating to their jobs. Americans being instructed in Spanish do essentially the same thing but are exposed to a wider variety of words and phrases to help them absorb Spanish culture. From 10 to 15 students are in each class.

They put on earphones and hear words via tape. Or the instructor enunciates a sentence. Then the students repeat what they hear. In front of them is a book or paper with the words spelled out. The students hear, speak, and see. Colorful slides and pictures of workers performing various job duties also are part of the lessons. And text books permit students to study at home.

The Forum has discovered that while the first 50 hours of instruction for the Spanish-speaking should focus on immediate job skills, the curriculum should be broadened for those taking a second 50-hour class. Going over the same ground simply does not produce "that much gain in communication skills," according to Dr. Bahn. Students taking the second course are trained to understand items such as the following memo:

"During the next week it will be possible to change your health insurance benefits from Plan A, which concentrates on hospital insurance, to Plan B, which concentrates on medical and dental insurance."

Students are instructed to tell in different words what this memo means. "This is exactly the kind of memo they would receive on the job," said Dr. Bahn. "It not only instructs them in a broader range of English needed at work, but also helps them to exercise supervisory skills. They are trained to explain these memos to people they work with."

Classes are held 2 hours daily, 3 to 5 days a week. The usual place is at the job site. "That means they don't have to go home and return," said Vazquez—an important factor in the extremely low dropout rate. Sometimes training is done entirely on company time. Other employers require a 1 to 1 arrangement—half the training on company time, half on the employee's.

Some classes are held at the Forum's headquarters in Manhattan. Portable equipment permits the Forum to hold other classes on the employer's premises. For employers without classroom space, the Forum has two air-conditioned vans converted into mobile language labs, complete with modern audio-visual equipment.

Of the five instructors, three are Latins. The other two are Americans with an extensive background in Spanish culture and language. Senior trainer Billie Schildkraut, for example, majored in Spanish at Cornell, taught the language in the Peace Corps, and worked 2 years in Venezuela.

Years ago some teachers tried to get newcomers to America to drop their native language, even at home. Under the BOLT program, however, English is taught as a second language. "We don't want to destroy their pride," Miss Schildkraut said. "I love being able to speak two languages. Why shouldn't they?"

"Bilingualism is an advantage," said Dr. Bahn. "Some employers, like the United Nations, pay a bonus to employees for a knowledge of additional languages. We don't ask them to shed their cultural inheritance as if it were a shabby old coat."

Vazquez regards unions as the most important converts to BOLT. "They have closer and more direct relations with the workers," he said. Classes have been held this year for Local 66 of the International Ladies Garment Workers and for Local 6 of the Hotel, Motel, and Club Employees.

"The BOLT language training is the best we've ever had," said Betty Bentz, secretary of Local 6 and acting administrator for training of the Hotel and Motel Trades Council of New York. "We've had 22 graduates, 19 of whom are now in an advanced class, and judging by the number of our members who asked for it we could have had 10 times that many."

Miss Bentz pointed out that one-fourth of the union's members are now Spanish-speaking. And despite their native intelligence, many of them are stuck in low-paid work simply because they have not mastered English. Meantime, the hotel industry is suffering from shortages in the better jobs, such as cashiers, clerks, front desk attendants, telephone operators, and stenographers.

Others Adopting Program

To prepare its members for these jobs, the Council is setting up a broad-gauged training program financed through a collective bargaining agreement calling for employers to contribute $1 a month per employee to a training fund. "We are setting up our own skills center," said Miss Bentz. "We hope by the early part of 1971 to have classes in operation for good jobs now going begging." And she sees BOLT—or something similar—as an important part of the training effort.

Citibank has arrived at the same conclusion about its training program. Earlier this year the Forum trained two Citibank instructors in BOLT techniques. These instructors conducted a 100-hour class, modeled on BOLT, for 12 Spanish-speaking employees of the bank, which ended at the beginning of October. The bank now is evaluating results to see what modifications may be needed before doing it again.

The research and development grant the Puerto Rican Forum received from the Department of Labor to finance the BOLT experiment terminates this month. After that the Forum hopes to impart BOLT techniques to interested businesses, unions, and other private and public organizations, which would then conduct the training on their own. □

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THEY SHAPE OUR SHIPS

By JACK SHEPHERD

When Nelson's seamen shot Napoleon's fleet to pieces at Cape Trafalgar, ships still moved by oar and sail as they had for all of history's 6,000 recorded years. But in the 165 years since, vessels of canvas and wood have yielded to those of iron and steam, and finally to nuclear power.

Sailboats are still popular around Pascagoula, Miss. But they are for fun only. The city's real business is producing the world's most modern nuclear submarines and ocean-going surface ships. Some 10,300 workers keep the shipyards of Litton Industries Ingalls divisions humming around the clock to meet contract schedules.

And to make sure that production keeps humming, the company, Mississippi's largest industrial employer, over the years has trained thousands of craftsmen and upgraded many other employees. In mid-1969, training took on a special note of urgency. The shipyard, already concerned about manpower shortages, would have to find more trained men and women to carry out new contracts to build a fleet of naval amphibious assault ships and destroyers.

The company estimates that 6,000 new employees will be required over the next 5 years to meet expansion and replacement needs. Total employment by the end of 1972, the company estimates, will reach 14,000.

Ironically, the announcement of stepped-up training activity came on the heels of Hurricane Camille which focused its death-dealing and destructive trip on an area a few miles west of Pascagoula. Camille left many Gulf Coast residents unemployed and Ingalls' increased training programs during the past 12 months have been a key factor in the economic recovery and development of South Mississippi.

Three Federal manpower programs currently training more than 1,500 people

Mr. Shepherd is a U.S. Department of Labor information officer in Nashville.

are making a major contribution to Ingalls' expansion. They are:

- The Job Opportunities in the Business Sector (JOBS) Program, a joint venture of the U.S. Department of Labor and the National Alliance of Businessmen to move the hard-core unemployed into jobs and training.
- The Manpower Development and Training Act, which provides classroom and on-the-job training for the disadvantaged and for underemployed persons in need of retraining.
- Apprenticeship, which recruits young jobseekers and, through a combination of classroom work and on-the-job training over a period of up to 5 years, converts them into skilled craftsmen in a variety of trades.

Through these and other company programs, the shipyard is acquiring the sheet-metal workers, welders, boilermakers, machinists, electricians, pipefitters, and shipfitters to manufacture its highly technical and complex products. Many of them are recruited from the Job Corps.

Women Welders Trained

Women, particularly those with dependents, are being hired and trained right along with men for jobs paying up to $3.09 an hour. And the men do not seem to mind. "They're not jealous," said 20-year-old JOBS trainee Elizabeth Coleman about her male counterparts in the welding class. "My goodness, we have several women training as welders and machinists here. The men kid us at times, but they're not serious."

Miss Coleman worked as a cook at a truck stop for $1.25 an hour until she "gave it up" and moved to Washington, D.C. in 1968. Employment was readily available there but only in office work or poor-paying jobs for the unskilled. She worked as an orderly in a hospital, clerk in a furniture store, and finally in a dry cleaning plant.

"The cost of living was just too high," she said. "I heard through a friend about this training program at Ingalls, came back home, and went to the employment service. It wasn't long until they referred me to Ingalls and here I am, making about twice as much as I used to at the truck stop, learning to be a welder. I'll get even better pay when they send me out to the yard for actual production."

Adjusting her hair curlers under her welding helmet, Miss Coleman laughingly remarked, "It's kinda hot in this job, but I'm liking it better every day."

Her fellow trainee, Mrs. C. B. Dykes, a widow, had been a housewife all her adult life except for a short time she was employed at a local plywood manufacturing company.

"When my husband died, I was forced to get a job to support my four children," she explained. "I'm their sole support. I didn't even know what welding equipment looked like or even what welding meant until I came here 9 weeks ago, but I have three brothers who are welders and maybe it's just in our blood. I wish I could have gotten into this type of work years ago."

So does Doris Millender, whose welding helmet does not hide the large, copper-colored earrings she wears. "Am I happy, man?" she said. "I was making $35 a week as a waitress before coming here. You bet I'm happy."

Under JOBS, people are hired first and trained later. Ingalls' JOBS recruits (and trainees for its other programs) come mainly from a 17-county area surrounding Pascagoula. Pascagoula with 30,000 people, could not by itself furnish the necessary manpower. The 17-county area, however, has a population of about 862,000, with almost 13,000 people unemployed and more than 140,000 classified as underemployed.

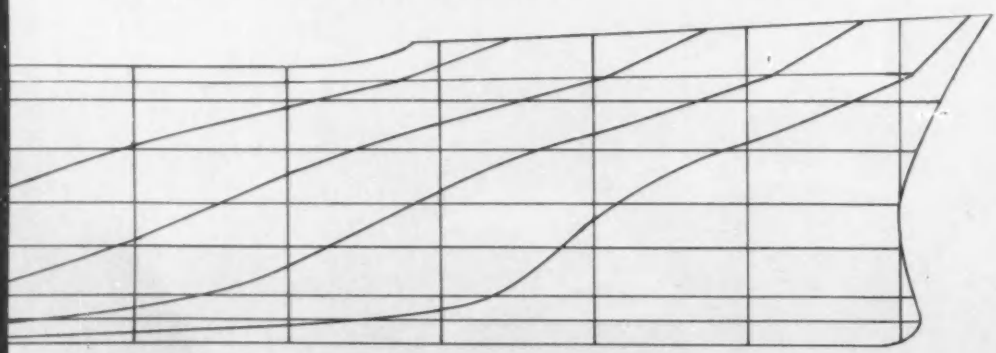
Most JOBS trainees are recruited by the State employment service. Also assisting in this important task is an organization called Systematic Training and Redevelopment (STAR), an anti-poverty organization funded by the Office

of Economic Opportunity and the U.S. Department of Labor. With offices throughout the State, STAR seeks out poor people, most of them from rural areas and many of them illiterate or semiliterate, and attempts to improve their education and understanding of modern industry to the point where they can benefit from job training.

Once hired, they are put on the payroll as full-time permanent employees at $2.25 to $2.46 an hour and get 10 weeks of orientation and training. Most of these new hires have never had work experience in industry. Some have never held jobs demanding the promptness, efficiency, and dependability so necessary to manufacturing operations.

The first 2 weeks are therefore devoted to orientation. Workers receive health care, counseling on personal problems, and instruction in money management, and they learn about safety, payroll procedures, fringe benefits, and management functions. They also tour the shipyard and specific work areas.

Almost 2 days are devoted to introducing newcomers to the area to the city



Labor Dept. photos by Robert Moeser

of Pascagoula—its housing, public utilities, transportation systems, schools, city hall, courthouse, and shopping centers. This tour of the city sometimes ends with a visit to the mayor and other city officials. The new employees are thus made to feel welcome—and necessary—to the company and to the community.

After the introductory period, they buckle down to learning the tools of the trade, under the supervision of experienced craftsmen. At the end of the 10-week training period, they begin productive work at pay ranging from $2.46 to $3.09 an hour. Future pay raises depend on the individual's progress at mastering the work.

Betty Cannon, mother of four children, has completed her JOBS training and is now a $3.09-an-hour welder on the production line.

"It wasn't what I'd call easy to get through that training," she said, "but I stuck with it and here I am working at this big place that makes ships and submarines and I don't know what all. But I know I learned something about welding and I know I have a job which means that I can better take care of my children and that is the important thing. I like the work."

Miss Cannon's supervisor, Irvin W. Tanner, sectional yard superintendent, ranks most of those who come to the production line from the various training programs as "good, competent workers." He acknowledges that "all don't make it" but says this is true of other new employees, "no matter where they come from or how they get on the yard."

Pointing to the hull of a gigantic vessel, filled with hundreds of workers, Tanner said women are not ordinarily required to climb to the dizzying heights necessary in the construction of ocean-going ships. Some do, however, without fear or hesitation.

The Labor Department currently is investing more than $475,000 in three JOBS contracts at Ingalls, calling for the hiring of 180 machinists, welders, and boilermakers. By October of this year some 110 have been hired, trained, and put into production; the remaining 70 were in the 10-week training phase.

Ingalls' most ambitious short-term training effort involves the Manpower Development and Training Act (MDTA), which has been a bulwark of the firm's training program since the legislation was enacted in 1962. By training the disadvantaged and retraining experienced workers whose skills have become obsolete, MDTA programs have turned out some 4,000 semiskilled employees for Ingalls. The two current MDTA contracts between Ingalls and the Labor Department call for classroom and on-the-job training for 375 welders and an equal number of boilermakers at a cost of about $1.3 million.

Course Lasts 12 Weeks

"We obviously can't train all 750 of these people at one time," explains Ingalls' MDTA coordinator C. M. Davenport. "Our physical facilities and our staff are not adequate to do this. But we try to have 100 welders in training at all times and half as many boilermakers. In this way we are on a predetermined schedule, offering workers to Ingalls who are ready and qualified to do a good job on the production line." Both classroom instruction, which is carried out with the cooperation of the public school system, and on-the-job training under MDTA are done at the shipyard. Recruiting is handled by the State employment service.

Most people take about 12 weeks to complete the MDTA course Davenport said. During this period they receive a subsistence allowance from the Labor Department of $34 a week plus $5 for each dependent child. Upon completion of the course, trainees are offered permanent

SHIPS *continued*

employment at $3.11 an hour for boilermakers and $3.26 for welders. They are classified as helper-apprentices and get further training and work experience to move them up the job ladder. Boilermakers can become top-paid craftsmen in 2 years, welders in 18 months.

Older men are among those being retrained through MDTA. John M. Moran, 45, is preparing for a job as a shipfitter with beginning pay of $3.11 an hour. A native New Yorker, Moran was stationed near Pascagoula in the late 1960's when he became eligible to retire from the Air Force. "I found myself enjoying the weather, excellent fishing, golfing, and the people, so I made up my mind to stay," Moran said. "I'm delighted to be in a program that will allow me to remain in a section of the country I like and to become qualified to do an important job."

Ingalls' apprenticeship program is the largest, the longest, and the toughest of its training efforts. Four or 5 years of combined on-the-job and classroom training are required, with more than 860 now enrolled. And while Negroes and other minorities make up only about 15 percent of the area's population, slightly more than 25 percent of Ingalls' apprentices are minorities.

Mack Conner, Jr., a Negro, coordinates this gigantic program. When asked if such responsibilities in this southernmost section of Mississippi have brought about personal problems, he shook his head. "Absolutely not," he said emphatically. "For one thing, we go right down the middle when it comes to accepting an apprentice here. Color, or even sex, is of no importance. We believe this is the fair way. The employees think it's the fair way, and that's the way we plan to continue this program."

Apprenticeship was first accepted at Ingalls in 1952, for electricians only. It was expanded in 1954 to include boilermakers, carpenters, inside machinists, outside machinists, pipefitters, and sheetmetal workers, and the number of participants has increased annually.

Each apprentice is required to complete 144 hours of related classroom instruction a year on his own time. This means that apprentices serving in a 4-year program are required to attend school for 576 hours and those in a 5-year program 720 hours to qualify for graduation.

Apprentices start at $2.25 an hour and are given graduated pay raises, usually every 6 months; as journeymen they earn $3.51 to $3.61. Each applicant is tested to determine his aptitude for the trade he desires. Final acceptance of apprentices is made by a joint committee composed equally of representatives from

management and labor. Candidates usually are young men with high school diplomas.

Conner said the program makes "every effort" to get youngsters into apprenticeship. "Some who make application are not quite qualified," he said. "They may lack a little basic education. In such cases we provide the individuals with pretraining in our school located on the plant site. We give them the basic education necessary to enter the program.

"In addition, we occasionally find a young man who comes to us in hopes of entering a particular program. If we find that he doesn't seem to have the qualifications for this type of training, we make every attempt to enter him into another program more suitable to his individual qualifications.

Conner is particularly proud of the relatively low dropout record at Ingalls. Sixty percent of his apprentices become journeymen compared to a national average of only 25 percent.

"When we recognize that an apprentice is lagging in his work, or if he becomes delinquent in his classroom requirements, we communicate with him personally," Conner says. "We may send him a letter, or ask him to come by our office for a chat. In talking over any problems the apprentice may have, we explain the importance of having a skill and impress on him the opportunities at Ingalls for those who are qualified to do the job."

Important as apprenticeship, JOBS, and MDTA are at Ingalls, it should be noted that the company has several training programs of its own. Free after-hours classes lasting 26 to 75 hours are offered to hundreds of workers trying to qualify for promotion. Among the subjects taught are math, English, algebra, trigonometry, blueprint reading, drafting, bookkeeping, principles of supervision, and basic air-conditioning and refrigeration.

In-Plant School Set Up

An in-plant school has been established for employees who, after working their regular 8-hour day, want to take advanced welding instruction. It is designed primarily as an advancement incentive for employees who are working at lower level jobs.

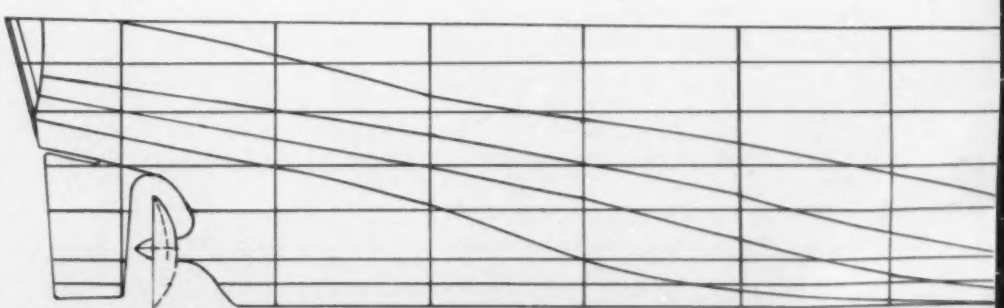
Regular training for supervisors includes 1 week each year away from Ingalls to attend seminars and conferences to learn new methods of supervision techniques—particularly the difficult task of working with the disadvantaged.

The company also has a standing "free work" offer. Any candidate who wants to take the chance can apply for training as a shipfitter. He spends the first 4 weeks in the classroom and receives no pay. At the end of 4 weeks, he is placed as a helper apprentice earning $2.66 an hour. His pay is raised for every 1,000 work hours he completes until he reaches full pay.

Nor are professoinals neglected. In 1955, Ingalls established its Nuclear Power Division to insure innovative progress in this highly specialized and security-sensitive field. Special training for Ingalls engineers was made available through company-sponsored enrollment in courses at selected universities. With the cooperation of the Reactor Branch of the Navy Department's Bureau of Ships, 15 Ingalls scientists received training at Atomic Energy Commission facilities at Oak Ridge, Tenn., and Pittsburgh, Pa. This training of nuclear-power engineers continues to receive prime attention at Ingalls.

But the main emphasis is on the all-important programs that place men and women "on the yard" to turn slabs of steel into ocean-going vessels for travel, commerce, and defense.

Ingalls' Vice President George W. Howell says this training is paying off. "Our approach is not solely to provide Ingalls with the work forces we so badly need today and will need in the future," he said. "It is creating an expanded labor market which is benefitting industrial expansion throughout the State, and is teaching the work skills so necessary to the unemployed and underemployed." □



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News & Notes

Paul J. Fasser, Jr., has been named Manpower Administrator and Deputy Assistant Secretary of Labor for Manpower. He succeeds Malcolm R. Lovell, Jr., who is now Assistant Secretary of Labor for Manpower. Fasser, 44, was a contract administrator for the United Steelworkers of America before assuming direction of the Nation's $2.6 billion manpower program. He joined the union at its headquarters in Pittsburgh in 1947 after serving with the 45th Infantry Division in the European Theatre during World War II. He worked summers for the Steelworkers while he attended Grove City College, the University of Pittsburgh, and Cornell University, where he received his Bachelor of Science degree in industrial and labor relations in 1951. After college he worked for the union full time.

* * *

Secretary of Labor J. D. Hodgson has announced the establishment of a national registry for unemployed engineers, with the cooperation of the National Society of Professional Engineers and the California Department of Human Resources. Located in Sacramento, Calif., the registry, a central file of engineering job openings and job applicants, is designed to give employment aid to the large number of engineers displaced by curtailment of Government spending in the defense and aerospace industries.

* * *

The Government is planning to set employment goals for women in some Federal contract work to help eliminate discrimination because of sex, Secretary of Labor J. D. Hodgson has announced.

* * *

Negroes and other minorities are taking over more and more jobs in New York City banks. Today they hold 26 percent of all jobs at six large banks employing 80,000 workers, or 70 percent of all bank employees in the city, according to R. D. Corwin, assistant professor of sociology at New York University. Minorities, however, make up only 4 to 6 percent of the officer and managerial staffs of these banks, he said. The data were gathered under a research project for the U.S. Department of Labor.

More than 6,000 employees of 27 companies are now on a 4-day week, according to "4 Days, 40 Hours," a new book being published by Bursk & Poor, Cambridge, Mass. The book is a compilation of 13 articles by experts on the subject. "By lengthening the workday, the employee gets a 3-day weekend with no pay loss,'' said Riva Poor, editor of the book. "And the employers get a wide number of benefits, including improvements in output, recruitment, absenteeism, turnover, and tardiness."

* * *

In 1961, only 25.3 percent of welfare mothers had high job potential, the Social Rehabilitation Service of the Department of Health, Education, and Welfare reports. By 1968, this had risen to 44.5 percent. Women with at least a high school education or who had work experience in white-collar or skilled blue-collar jobs were considered as having high employment potential.

* * *

Many enrollees who complete the Work Incentive (WIN) Program and pass a civil service exam still are afraid to seek jobs or have difficuly in making the necessary arrangements to work because of children at home or other problems, according to Dr. Stephen Benson, director of the Associates for Research Center in Philadelphia. The center has been given a $26,885 grant by the Department of Labor to study ways of bridging the gap between welfare and jobs for WIN participants. The study should be completed by May 1971.

* * *

Some 3,000 minority youths became apprentices in the building and construction trades through the Apprenticeship Outreach Program for the year ended June 30. This brings to more than 6,900 the number of minorities enrolled through outreach.

* * *

A youngster following in the footsteps of his father is a cherished tradition. This tradition is still alive in the Green Thumb Program, which with Labor Department funding provides work for men beautifying the countryside. Green Thumb has recruited J. E. Barrow and his son, Wesley. The father is 88, the son 60.

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FROM THE MOUTHS OF BABES!

Sensitivity training in black aspirations and values is a daily event these days in a place where you might least expect it—the funnies.

Luther, a black youngster, is now appearing in 35 U.S. newspapers. His experiences and his wonderment at events around him reveal a world seen from the black core of a large U.S. city.

Ask Luther where he lives, and he gives an inside-looking-out view.

"Man, they call this place a lot of names!" says Luther's friend, Hard Core. "Slum! Ghetto! Inner City!"

"What do **you** call this neighborhood, Luther?"

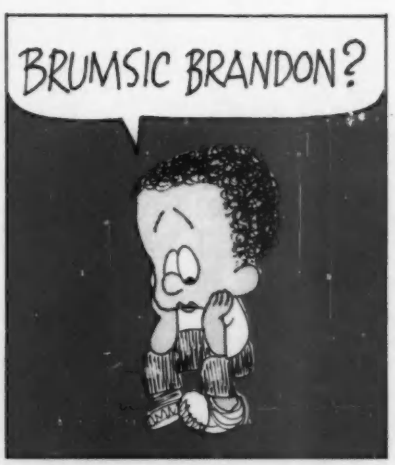
Luther, from his perch on top of a garbage can, replies, "Home."

The comic strip is drawn by Brumsic Brandon, Jr., a 43-year-old black artist who says he earned his credentials to do Luther in a childhood much like his cartoon hero's. The Brandon family was poor and lived in a black neighborhood in Washington, D.C. Brandon, Sr., was a railway station redcap; Mrs. Brandon was a stock clerk in a downtown department store. There were also five Brandon children, with Brumsic, Jr., the second born. Once, when he was small, a rat bit his face, but he says of this well-remembered event, "I'm neither proud nor ashamed."

Many of the comic sequences in Brandon's Luther are reminders that not all is as it should be in a black child's world. Pee Wee is reading a history book, and Luther wants to know if it's relevant: "Does it have any black faces in it?"

Pee Wee, his nose deep in the book says: "Only mine!"

Other Luther sequences are what Brandon calls "comment on the total black experience": Pee Wee asks Luther what a live chicken looks like—he doesn't see how anything can live with nothing but backs and wings; Luther plays house with his friends, but during the game he stays a block away from them and out of sight because he's the landlord. In the Luther strip, children sleep five to a bed, are cold at night, hungry in the daytime, and take it for granted that this is life. The effect is often wistful—like seeing youngsters as they press their noses against a candy store window—but even when the strip is hard-hitting it is not bitter.



One of Brandon's favorite topics in the strip—he says he uses it more often than any other—is the dual standard both blacks and whites often use to judge each other.

He charges into white treatment of blacks:

"I heard Miss Backlash caught you guys throwing snowballs on the playground," Pee Wee tells Luther and a white boy whom Brandon has not yet given a name.

"Yeah!" the culprits answer.

"What did she say?" Pee Wee asks.

The white boy talks first. "She told me that it's normal for boys to let off steam but we shouldn't throw snowballs."

Luther looks sadly at the sky and says, "She told **me** she was going to call the cops!"

Negro double standards for whites prompted this panel:

A furious Lily White storms away from two friends, Mary Francis, who is black all through, and Oreo, who is usually shown as being white at heart although black outside.

"You better b'lieve it," Mary Francis angrily tells Oreo about her fight with Lily, "she better not say that to me again!

"I wouldn't care if **you** said it . . . or Luther, or Hard Core. Or Pee Wee.

"What did she say?" Oreo wants to know.

Mary Francis, her eyes blazing, says: "Come asking me if I want A FAT LIP!"

Jobs, housing, education, integration, poverty programs—few areas are too sacred for Brandon's probing pen. Hard Core—a character Brandon describes as somewhat militant and able to survive through his knowledge of street life—says his apartment building is integrated "when the cops move in."

Job training? Hard Core also has a few piercing words about that. His uncle finished a training program but didn't get work, he tells Luther. "By the time the training was over, they had a MACHINE to do the job!"

BABES *continued*

And an urban renewal project is described as a place where there is good dirt for play. Once the project site was where Luther and Pee Wee lived. But Pee Wee is puzzled. "Where do people go when urban renewal kicks them out, Luther?" he asks.

Luther thinks he has this one figured out. "They go someplace where old houses are built, Pee Wee."

Brandon is aware that his pen hits some sensitive nerves among comic page readers. He is surprised that mail response to Luther is largely enthusiastic and cheers him on. Almost all his mail comes from white readers. "Black people have not yet become aware of the importance of letter writing," he says. "Those who do write to me are young."

Critical mail comes mostly from readers who take exception to a single strip. Brandon finds most have been stung by barbs aimed at their own occupation. When a strip critical of education for blacks appears, he is likely to get angry responses from teachers.

The need for Luther sprouted early. Brandon cannot remember a time, even before he started school, when he has not drawn pictures. When he was 14 years old and taking art at an all-Negro high school in Washington, he decided to make art his profession. After graduation he enrolled as an art education major at New York University.

He discovered in his first year at the university, however, that his professors were unwilling to criticize the "gag" cartoons he occasionally sold to large circulation magazines on the grounds that if they sold they were good and did not require criticism. Brandon, who was supported by his parents and not by his art, looked at the matter somewhat differently. He wanted professional advice so he could increase his sales and reduce parental subsidy. When this advice was not forthcoming, he dropped out of school.

LUTHER
EVERYBODY IS HUNGUP! I CALLED MARY FRANCIS A NEGRO - SHE GOT MAD!
SHE SAID SHE'S BLACK!
I CALLED OREO BLACK - SHE GOT MAD!
SHE SAID SHE'S COLORED!
I CALLED PEE WEE COLORED - HE GOT MAD! HE SAID HE'S A NEGRO!
WHAT DO YOU WANT TO BE CALLED?
I HEARD THERE WAS ANOTHER ROBBERY IN YOUR BUILDING LAST NIGHT, LUTHER!
YEAH...
...AND THE LANDLORD STILL DIDN'T FIX THE LOCK ON THE FRONT DOOR!
WHAT'S HAPPENING, HARDCORE?
I'M GOING TO SEE IF I CAN GET A JOB IN THE BARBERSHOP, SHINING SHOES!
'THE LUTHER STRIP

It was not until his Army hitch ended in 1952 that he sought and landed a job as an artist. He was hired as a beginning technical illustrator by a Washington, D.C. firm.

"An employment counselor referred me to the opening," Brandon says. "He was black, too, and aware that we were both bucking the tide in employment because of our race. He was so zealous about helping me get the job as an illustrator that he called me at home to remind me to comb my hair before I went for an interview. This annoyed me at the time, but I now understand how dedicated he was and how much he was trying to help me."

After a couple of years Brandon became the company's assistant art director, and then moved on to various aspects of film work. Meanwhile, he nurtured an idea for a cartoon strip with black and white characters. It was not until 1968, however, while spending a month in the hospital to mend an ailing back, that he realized that he was ready to give birth—to Luther. Brandon's cartoon child first appeared in a New York weekly newspaper and is now syndicated daily.

Nowadays, three projects take up most of Brandon's time: A New York television program beamed primarily at inner-city children, lectures to high school black studies classes, and Luther. Known on television as "Mr. B. B.," Brandon shows youngsters how to make paper puppets and other toys with simple materials, teaches drawing, and illustrates stories as they are told.

In his school lectures, Brandon promotes positive attitudes toward being black. He helps students explore areas where they can draw on black experiences and get positive results. "We can write stories, draw comic strips, compose songs and operas. There is great economic potential in this black resource of ours," he says. As he talks, he does chalk drawings of Luther.

To students who assert that if they were white they would have no problems, his response is: "Just being alive is a problem, no matter who you are. Being black only adds another dimension. If we fail to evaluate carefully things that happen to us, the result may be disastrous. We may blame race when something else causes our difficulties."

Brandon is not certain that during the past year he has earned a living with his enterprises. (His wife brings home a regular salary as a school teacher.) "This is an experimental year," he says. "I'm still not sure how well I'm doing, but I want to find out if it is economically feasible for me to keep going with the kind of projects I now have."

One project that brings him great satisfaction—but no money—is membership on the Emergence of Identity Forum, a part of the preparations for the White House Conference on Children and Youth this month. Along with his fellow members—a broadly representative group including child psychologists, church representatives, mothers, pediatricians, early education specialists, and the like—Brandon is helping to draft recommendations for action by the Conference. The recommendations are aimed at helping all children develop healthy and functional self-identification during the years before they reach the teens.

Whatever changes in his work Brandon decides upon after this year, giving up Luther is not likely to be one of them.

"The Luther strip is me," Brandon says.

Much of Brandon's life experience is packed into lines like these:

Luther—"My Daddy was telling me how important it is to set a goal! He said a lot of people don't do that and they never get ahead! Have you set a goal, Hard Core?"

Hard Core—"Sure . . . I want to make it till tomorrow!" □

PUTTING LABOR IN WORK TRAINING

Union 'Institute' Boosts Manpower Programs At the Local Level

By KENNETH FIESTER

Despite an academic sounding title which even its beneficiaries would not recognize, the Human Resources Development Institute (HRDI) is wholly engaged in the pragmatic job of helping Federal manpower programs work the way they were intended to.

HRDI is a nonprofit corporation created by the AFL-CIO Executive Council in September 1968. It promptly received a $1.5 million grant from the Department of Labor to initiate a "nationwide program to recruit, train, employ, and upgrade the unemployed and underemployed," to quote the official announcement. The initial grant was for an 18-month period. Another $728,000, extending the contract to November 30 of this year, was granted last spring, and a third agreement calling for approximately $2 million for 12 more months of operation at an increased level of activity recently was approved by the Labor Department.

In official descriptions, HRDI's objectives are arrayed in formal ranks of paragraphs of purpose headed by flag words like "mobilize," "develop," "establish," "work with," and "provide." But these paragraphs describe the program HRDI is able to carry forward only after its unwritten basic objectives are attained. There are three of them:

- Overcoming, or at least rendering inoperative, the fear, prejudice, resentment, misunderstanding, and skepticism aroused in many local unions—leadership and rank-and-file alike—by proposals to use extraordinary procedures to inject into the work force "strangers" under outside sponsorship.
- Convincing field-level government officials and employers that the labor movement is both able and anxious to participate in manpower programs of every kind—and that its local participation is essential to the programs' success.
- Reaching the hard-core jobless, especially young members of minority groups, with believable evidence that the job opportunities are for real.

Just below this trio of basics is an operational goal shared by nearly everyone involved in government manpower affairs—better coordination among the wide range of manpower programs created by separate laws over more than a decade. Legislative proposals to achieve this are being debated by Congress; meanwhile, HRDI strives for a sort of ad hoc equivalent through its own field representatives.

These field staffers also carry the major burden of the three basic objectives listed above—objectives which deserve fuller examination.

The first—building local union support of manpower programs—deals with an issue that is at once the most widely known and the least understood. Television scenes of confrontations at con-

Mr. Fiester is a freelance writer with extensive experience in the labor movement.

Minona Clinton, HRDI representative in Pittsburgh, lectures on the buddy system to union members being trained to help disadvantaged workers.

Trainee Donna Lidwin (left) works with her buddy, Eleanor Marsolek, on set assembly at the E-Z Paintr Corporation in Milwaukee. Mrs. Marsolek, a member of the Upholsterers Union, got her buddy training through HRDI.

struction sites, complaints by minority-group spokesmen, promulgation of community racial quotas for employment on Federal projects—these and similar happenings have combined to tag the building trades unions as archtypes of unregenerate discrimination and therefore unyielding foes of manpower development.

All this has obscured a simple truth: Any established work force, craft or industrial, north or south, viscerally resists any significant change, having learned through experience or the gospel of elders that change is the harbinger of hard times. This is neither a craft nor a racial matter. Even if all the charges of bigotry were true, by far the greatest "labor" obstacle to manpower development and training still would be economic fear. Since economic fear is the fiend incarnate of unionism, a union representative is an ideal and often indispensable agent in exorcising it.

This is not to say that HRDI has the primary responsibility for implementing AFL-CIO civil rights policies or even for winning union acceptance of manpower development programs. Central to an understanding of HRDI is the knowledge that in a programmatic sense it is not primarily responsible for anything. Thus it is free of the rigidities that often constrain those involved in programs they themselves conceived, and in a better position to go about the job of making the programs work.

There are no job descriptions for HRDI staffers, for their jobs beggar description. They do what needs to be done in the city where they are assigned. They are catalysts, honest brokers, exhorters, mediators, helping hands, and sympathetic ears, often to several parties at once.

Take the matter of union resistance. In terms of official union policy, there is no such thing. The AFL-CIO, each of its affiliated unions, and every independent union of any consequence are on record in uncompromising support of all the manpower programs, with heavy stress on their civil rights impact. Nor are these mere paper policies; with few exceptions

XUM

the national leadership has applied heavy pressure for their implementation.

But all kinds of snags remain at the local level, often including old quarrels and personal dislikes. Sometimes the personal differences may be between levels in the same union. Whatever the local hangup, the injection of sweet reasonableness in the form of an HRDI man, with good trade union credentials and attuned to, but not involved in, the sources of trouble, may be just what is needed.

Understandably, there is no disposition at HRDI to identify, much less detail, cases of union resistance overcome by its efforts. Outside of oldtime revival meetings, there are few among the redeemed who enjoy recitals of their past transgressions. However, the large number and variety of manpower programs being conducted on a continuing basis with union help or on union initiative indicate that progress has been substantial toward the first of the basic objectives.

'Outreach' Encouraged

The second objective—convincing employers and government officials of labor's concern—would seem to be within easy reach once the first is attained, but this is not necessarily so. For one thing, widely accepted images get in the way. The superficially informed tend to assume that craft unions will resist manpower programs and industrial unions will not—an almost perfect formula for offending one and antagonizing the other. An HRDI field man, well versed in the local labor scene, can do much to avert mishaps based on such mistaken assumptions.

Other obstacles to the second objective are less charitably viewed by HRDI. These involve occasional attempts by employers to use manpower programs as a means of obtaining labor at pay levels below the going rate. Identifying and heading off these excursions is a top priority item to HRDI leaders, and their concern is shared by manpower agencies

and management groups. Any corollary between manpower development programs and efforts to get workers at substandard pay rates would not only insure union hostility, it also would further alienate the presumptive beneficiaries of the programs, whose alienation is already sufficient to be the subject of HRDI's third basic goal—convincing the hard core that jobs are available to them.

HRDI is active in the "outreach" program, which seeks minority candidates for apprenticeship and provides special schooling for those who need it to qualify. In some areas local building trades councils sponsor outreach programs, in other places the effort is conducted by the Workers Defense League, a human rights organization which pioneered in the development of outreach techniques, and the Urban League. By mid-1970, 63 outreach programs had indentured more than 8,000 apprentices.

HRDI's role in outreach is to encourage expansion and provide local liaison and followup. In at least one instance HRDI became the contracting agent for a pre-apprenticeship training program.

Outreach is only one phase of HRDI's attack on reluctance, skepticism, and defeatism among the hard-core jobless. Its best known operation is the "buddy program," primarily applied in factory work but lately extended to the apprenticed crafts as well.

The buddy system developed from the cooperation between the AFL-CIO and the NAB on the Job Opportunities in the Business Sector (JOBS) Program, which is designed to put the hard-core jobless to work in private industry. In each plant where disadvantaged workers are to be hired, an appropriate number of union members are trained to serve as mentors of the newcomers.

'Buddies' Smooth Transition

As HRDI puts it, the buddy system "provides the new hire with a friend who will help him through his probationary period. The buddy lends assistance both on and off the job. At the worksite the buddy is assigned to the same work group as the new employee and stays close to him throughout the day, including lunch and coffee breaks. . . . The buddy is able to develop good work habits in the new employee and give him helpful tips. . . . The buddy helps the new worker by assuring that he gets to work on time, arranging transportation and solving problems that adversely affect his work."

The need for this, of course, arises from the fact that few of the genuinely hard-core jobless have had work experience of any kind. The whole concept of regular hours and regular duties, and the very environment of the workplace are strange. What is taken for granted by a youngster from an average family, even on his first job, may be enough to frighten away a youngster from the ghetto, and older recruits, too. Job retention was the reef on which many early efforts at hard-core hiring foundered.

The buddy system is no cure-all, but it has been a resounding success. Excerpts from the reports of buddies at a rubber plant in New Jersey indicate how it works —and sometimes doesn't:

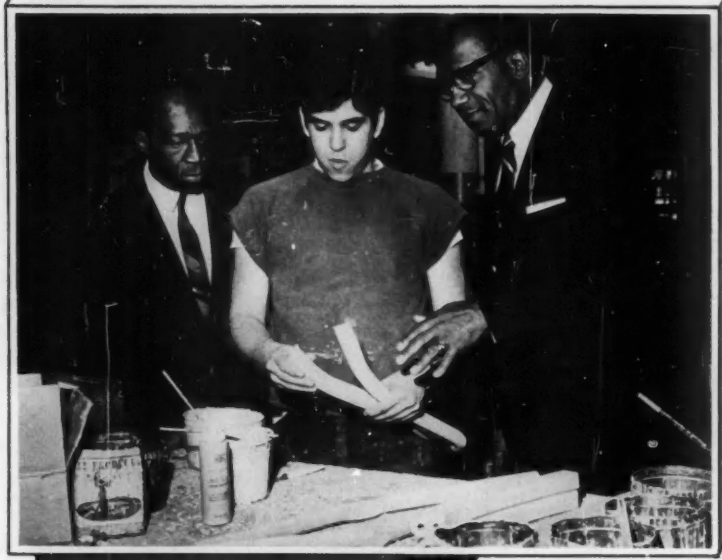
- "I had a number of problems to take care of. One who could not come on time and I had to pick him up every day the first week. He didn't even have money for transportation. After he received his first paycheck he still came late so I persuaded him to buy an alarm clock and paid half of it out of my own pocket, but he still came late. Finally, remembering what we had learned at the training institute, I suggested that he be transferred to the night shift, and now he is always on time. He is a very good worker and picked up the job well; 22 years old and only worked such jobs as dishwasher before."
- "I had two new workers assigned to me, one of them only a couple of days ago. The other one is very young and a wild sort of a fellow, rather difficult and one has to stay with him all day. We also got him transferred to the morning shift at his request. He is sort of suspicious of my role as a buddy."
- "My major problem has been job matching. The training doesn't always seem to be the appropriate one."
- "I had four assigned to me. Three of them didn't seem to have any problems but one made up for them. He was absent 2 or 3 days a week with all sorts of excuses. It was his first job. He didn't like the smell of the hose and we put him in another department. However, he didn't like the night shift and when we offered to change that, it turned out that he was going to school and simply found studying and working just too much."

These reports were from an early program, but are considered typical except that the operations have become smoother with time. By now, more than 200 companies in some 50 cities have buddy setups. Nearly 1,000 members of 47 national unions have served as buddies.

Aside from helping tremendously in making new recruits permanent members of the work force, the buddy program has the additional advantage of insuring the cooperation of the local union in over-

Pretending she is blind to find out what it feels like to be unsure, Carrie Atkins of the Hotel and Restaurant Workers Union puts her trust in Lillie Cox of the Office and Professional Employees Union and Sampson Saunders of Project Build, a Washington, D.C., apprenticeship and pre-apprenticeship training program. The exercise was part of an HRDI buddy training seminar at American University in Washington, D.C.

Mary Martin of the National Association of Letter Carriers finds out how an outsider feels as she tries to break into the circle during the American University buddy training program.



Tony Costa (center) discusses his on-the-job training in a New York furniture manufacturing plant with John Burnell (right), New York regional director for HRDI, and Monroe Cranston, director of the job training project, which is a cooperative effort of Local 76-B of the United Furniture Workers Union, the furniture industry, and the New York State Department of Labor.

coming the instinctive resistance of established employees. As mentioned earlier, this resistance is basically economic. A related source of resentment is that older workers feel they were never given the kind of opportunities now extended to the newcomers.

A cross section of these reactions is contained in an analysis on the same operation from which the above buddy reports were taken. Here is the key passage. "The program has aroused a good measure of opposition among the rank and file, partly directed against the new employees coming in and partly against the buddies. There is much tension and animosity. Even some older black employees are opposed to the program and, in fact, are taking bets that it will fail. Some of the blame for the opposition must be put on the misleading publicity which led the older workers to believe that the new employees would get more money than they were receiving.

Older Workers Complain

"More serious perhaps, the older workers complain that they don't have the same opportunities that the new employees have, e.g., they have never been shown around the plant to find the most suitable place for them to work, and some of them have never been out of their own department. Also, a rumor was going around that prisoners would constitute the bulk of the new employees coming in. Finally, some of the older employees, including an ex-president of the union, accused the buddies of being tools of management and suspected them of making more money."

Under these circumstances, having the active support of the local union leadership is indeed indispensable.

So much acclaim has been given to the buddy program that Julius F. Rothman, HRDI president, fears it has drawn attention from the organization's other functions. "The buddy program was necessary and it was something we could get started quickly," he says. "But it's only a small part of what we do."

Among these other activities, a current favorite with Rothman and HRDI's executive director, Robert M. McGlotten, is a job development and placement program started on an experimental basis in New York City and now being extended to five other cities. The prototype was launched in March 1968 by the New York City Central Labor Council and the City's Human Resources Administration. It is now being funded directly by the U.S. Department of Labor. Characteristically, HRDI's function has been to accelerate, improve, and extend an activity which antedates it.

The key word in this New York operation is "placement." It is a single-minded continuing campaign to put poor people who need jobs on somebody's payroll. In essence the program is a clearinghouse between the business agents of a couple of hundred local unions, who keep a sharp eye open for available jobs, and almost a hundred public and private agencies of every description. There is a minimum of matching up; these are entry-level jobs. But they are union jobs, and $2 an hour as a supermarket bagger is a long cut better than nothing.

In its first full year (1969) this operation, staffed by one man and a secretary, placed more than 2,500 workers. Follow-up is provided by the local business agents, and by post card inquiries of the employing firms.

Three-quarters of the workers placed are black, and another fifth are Puerto Ricans or other Spanish Americans. The great majority are young. The program has won considerable prestige in the New York ghettos, HRDI leaders say, because it has achieved credibility—the jobs are there. Now and then the job openings have included training opportunities, but this has been coincidental. When applicants need medical care and other services, efforts are made to put them in touch with the right agencies. But the big thrust has been to get people on the payroll.

The program could not have succeeded without the right kind of person in charge of it, and this clearly is true of every HRDI effort. The scope of an HRDI field representative's tasks suggests why it took

XUM

the organization a fair amount of time to select and train its staff of about 50.

Nearly half of the field staffers are Negroes or Spanish Americans; a number are women. About half are members of craft unions or unions with craft connections, such as the Laborers and Machinists. A heavy majority have served as officers of their local unions and of city and State central bodies. Most have been involved in civil rights, education, and community services activities, and at least half have served on civic committees or commissions, held office in fraternal or veterans' organizations, and otherwise mingled widely outside union ranks.

What they actually do on the job ranges from small items to large ones. Following is a summary of one fortnight's reports, just as prepared by HRDI for its own use except for minor editing to eliminate names:

Atlanta — The Plumbers and Steamfitters are sending letters to all licensed black plumbers inviting them to join the union. They are also running an ad in the city's black newspapers.

Birmingham — Two manufacturing firms that are merging have agreed to a program for training welders, grinders, and handlers. Ironworkers and Shopmen Local 539 are working with the program which will place both men and women at a ratio of 85 percent black and 15 percent white. One of the firms previously lost a JOBS contract because it was not an equal opportunity employer.

Denver — HRDI representative has been appointed to the Mayor's Youth Commission and will be actively involved in planning the summer youth program. He played a key role in last year's successful program and the committee is considering a full-time youth placement program.

Los Angeles—We are helping Firefighters 1014 in their program to recruit more blacks.

Memphis — HRDI's Apprenticeship Outreach Program is in full swing. A director and two recruiters have been hired and applicants are being interviewed for the 50 slots available under the $66,000 contract with the Labor Department. Recruiters are using local offices of the Memphis community action agency.

Nashville—We are working with AFL-CIO Urban Affairs Department on a proposal for using Building Trades Council funds to help finance moderate income housing through the AFL-CIO Mortgage Investment Fund.

Oakland — Trainees in the culinary class at the East Bay Skills Center have been guaranteed jobs by the East Bay Restaurant Association. This came about through the joint efforts of HRDI, the Oakland Central Labor Council, and Locals 228 and 823 of the Restaurant Workers.

Oklahoma City—A successful buddy training of 53 plumbers and pipefitters has been held in conjunction with the Oklahoma City Building Trades.

Phoenix — The Retail Clerks have agreed to help the Concentrated Employment Program find jobs for 30 graduates of a Manpower Development and Training Act cashier training project. The union will set up an employees' council to work on job placement. RCIA also is helping to set up a similar program designed for Indians.

Pittsburgh—An Opportunities Industrialization Center-sponsored retail trade consortium will train checkers, stockers, clerks, and register operators. The $63,000 contract calls for a total of 60 slots and was worked out in cooperation with the AFL-CIO Appalachian Council.

San Antonio — The local Building Trades Council has approved a JOBS contract proposal submitted by an Associated General Contractors consortium for 150 pre-apprenticeship training slots.

St. Louis—At the request of the Central Labor Council, HRDI is working with IAM District Lodge 837 and McDonnell-Douglas on an affirmative action program to increase minority employment. We met with the union officers and stewards and won approval for an HRDI-sponsored steward training program to deal with any problems that may arise. Also, the company has agreed to use HRDI-trained buddies in the five departments in which the new hiring is expected to take place.

An obvious question is how all these operations are faring in a softening job market.

"Reasonably well," says McGlotten. "There has been a slacking off in the JOBS programs, but not as much as a couple of newspaper stories indicated. And we are looking toward an expansion of our operations in the public sector, which isn't as much affected."

Work Varies, Goals Don't

Actually, according to its own self-description, HRDI should have plenty to do for a long time to come. Here's how it concluded a report to the AFL-CIO Executive Council:

"The work of the local HRDI representatives will vary from city to city, depending on the types and variety of manpower programs in each community and the extent of the current AFL-CIO involvement in these programs. However, the goals are the same in each community. First, HRDI will strive for maximum involvement of AFL-CIO unions in existing manpower programs—along with management and government. Second, HRDI will evaluate existing manpower programs to see if they are training the hard-core for jobs that actually exist, for jobs that are not 'dead-end,' and for jobs that will permit the trainee to move up the ladder.

"In addition, HRDI will stimulate the development of upgrading programs so that workers can be helped to advance in both skills and earning power. Third, HRDI will encourage AFL-CIO unions, wherever possible, to sponsor meaningful and innovative programs of their own, making use of government funds for experimental and research projects as well as for straight training. Hopefully, each HRDI field representative will become a catalyst in his community, working cooperatively with other elements in that community, to help the disadvantaged to achieve full economic citizenship." □

Cram Course For College Clerks

Yvolette Cowan and Toni Berdeaux (right) get a lesson in changing a typewriter ribbon from instructor Jean Dillon.

Trainees Dorothy Anderson (left) and LaSandra Johnson work together on a typing assignment.

By Roger R. Morris

"It's not that we don't want to communicate," Clara Clayton, a young black woman with a full Afro hairdo, said. "It's just that most people don't know where you're at. We don't want to blow it the first day."

The "we" of the statement was Clara and nine other inner-city women who were in their first day of a clerk-typist training program at George Washington University in Washington, D.C., and the "you" was J. Robert Copenhaver, the freckled, wiry—and white—director of training for the university.

"You're not going to blow anything by saying what you think," Copenhaver shot back. "You're in this program to stay. But if you're uptight now, then you're going to walk around like a big balloon. Then somebody will give you a pinprick and you'll explode."

Copenhaver believes that most people have hangups, especially in interracial situations, and he is convinced that these hangups must come out into the open early if they are to be resolved.

This may be one reason why the George Washington program, funded in part through a $67,380 Job Opportunities in the Business Sector (JOBS) Program contract from the U.S. Department of Labor's Manpower Administration, has been successful. Of the 20 disadvantaged women who entered the two previous training sessions, 15 are full-time office employees of the university, and five have earned promotions. And two of the program graduates, taking advantage of a fringe benefit that permits university employees to attend classes tuition free, have enrolled as part-time George Washington students.

The first week of the program is devoted to orientation, and a key element of the process is daily "encounter sessions," a series of frank discussions led by Copenhaver.

In a typical encounter session, Copenhaver asked one of the trainees to define paternalism.

Resentment Runs Deep

"I define 'paternalism' as someone who professes to be a liberal," she replied. "He may give you a long 'rap,' but will he really stick out his neck for you? He won't work with you for what you want, but for what he wants you to have."

"Okay," Copenhaver continued, "which would you rather have: A white supervisor or a black supervisor?"

"Black supervisors are going to work you harder so that you can get ahead," she answered, "but sometimes a black will get uppity if he thinks he's made it."

"If you find a white who goes out for you, he goes all out," another trainee said. "Many blacks don't want you to get ahead of them."

To a middle-class white, this type of discussion may seem unnecessary, but the built-up resentment and distrust among the trainees often runs very deep. As one trainee bluntly put it:

"Deep down, I feel that the white people are the devil. I grew up with white people, and I really dug 'em. But my best friend was a white, and she was always talking against my race—and I was agreeing with her!

Mr. Morris is an editorial associate with George Washington University.

XUM

Orientation week ends with a reception attended by trainees and their job supervisors.

"She was trying to brainwash me. The whites have stripped us of everything. Why do we always have to lean on Whitey? We, the black people, built this country. Black people have to unite!"

Copenhaver takes such outbursts calmly. When he asked whether the trainees would rather be called "Negro" or "black," one woman said, "just call me Sister Thomas." He did. And by the end of the series of six encounter sessions, the woman who had called whites "the devil," seemed relieved and on a much friendlier level, even if her deeper feelings had not been erased.

There is ample opportunity for every trainee to speak out, because classes are small. The full program lasts 16 weeks, and only 10 trainees are accepted for each cycle. Participants become paid employees on the first day of training—earning $2 an hour—and are immediately eligible for regular fringe benefits such as sick leave, vacation, group health and life insurance, and free tuition.

In addition to the daily encounter sessions, the initial week of orientation includes a tour of the campus; counseling; testing; physical exams; a lecture by the chairman of the university's psychology department who explains, among other things, "the white, middle-class god—the clock;" briefings on the training program, clerk-typist job duties, employee benefits, nutrition, proper dress, and good telephone manners; and short classes in spelling and math.

Former Trainees on Panel

During orientation week, trainees also hear from graduates of the program. A former trainee now employed in the university's Urban Law Institute discusses her experiences in a talk called "From Bitter to Better." And most of the final afternoon of orientation is taken up by a panel of three program graduates now employed by the university who discuss their experiences and offer some problem-solving advice to the trainees. Orientation ends with a reception for the trainees in the faculty lounge.

"By the end of the week," says project skills training instructor Jean Dillon, "I really feel as though we are one working together for a common objective."

The 15 weeks of training remaining after orientation are divided between classroom instruction and on-the-job experience. Five trainees work in class with Mrs. Dillon, where they are taught typing, English, math, filing, and related skills, while the other five are working in campus offices. At noon, the two groups switch.

Mrs. Dillon says that the training poses few problems. "When you're teaching adults, they want to come to class," she says. "They're in this pro-

College Clerks *continued*

Helping students find jobs is one of former trainee Ida Crawford's duties in the student placement office.

Her lecture completed, Berlinda Medley heads back to work at the university's Urban Law Institute. Although she "expected to fail" when she entered the project last spring, Mrs. Medley has received a promotion and now helps bolster the confidence of new trainees by relating her experiences in a talk called "From Bitter to Better."

gram because they want to be here."

Mrs. Dillon believes the participants benefit by moving through the project as a group. "When they go out to work on campus, they have friends. They're not alone. It's very hard to start a job when you don't know anyone."

Trainees are placed in their regular assignments—at a minimum starting salary of $2.34 an hour—immediately upon completion of training. If they learn quickly, trainees are not required to complete the full 4-month program. Some have mastered the primary requirement—45 words per minute typing with a maximum of three errors—in as little as 8 weeks.

Despite the fact that they are employees from the beginning of the program, many trainees come to the program with the fear that they will not be retained on the job, or, if they are, that they will be "token blacks" and victims of paternalism. Copenhaver tries to allay the fears of tokenism by pointing out that the university employs a large number of blacks in a variety of jobs. But the best antidote for trainee suspicions are successful graduates like Delores Marks, now a clerk-typist in the personnel benefits and records section and a part-time student at the university.

"I had thought of taking college courses 4 years ago when I graduated from high school," she says, "but I was the youngest of seven kids, and that makes it hard.

"The more education I get, the more I'll be qualified for a better paying position. That is really what I'm concerned with—getting ahead."

Miss Marks had worked as a reprographic operator with microfilm material. She decided to join the George Washington program because she felt that the combination of job training, a better chance of advancement, and free university courses would be more beneficial for her in the long run.

Most former trainees seem happy in their new positions. Some of them meet occasionally for lunch and they keep tabs on what is happening with the current program and the new group of trainees.

"They come back," Mrs. Dillon says. "If they happen to be going past the building, they'll run up for a few minutes just to see how everything is." Mrs. Dillon asks them to bring her examples of their office work so she can keep her teaching up to date with what is being done on the job.

Recruiting and preliminary screening for the project is done by the Washington Concentrated Employment Program. For the fall 1970 session, 29 inner-city women applied and were interviewed by Mrs. Dillon and two staff members from the university personnel office. The applicants' educational background (which has ranged from ninth grade dropout to high school graduate), job history, and health are reviewed.

University's Needs Changing

"Most people who come from depressed areas have conditioned themselves for failure," Copenhaver says. "While we are not just looking for people who are already successful, we do want people who have the capability to succeed. We don't want them to face another failing situation with this program."

The university's JOBS contract for the current project runs through June 1971 and calls for a total of 30 people to be trained. Then the school may seek financing for a different program.

"Our needs are changing," Copenhaver explains, "and we don't want to train people for jobs that don't exist. We are thinking now about trying to get a program to train steno-secretaries, a more complex job that would require more extensive screening and training."

If there is a new program, one thing will remain the same: There will continue to be heavy emphasis on winning the confidence of the trainees. "Learning, eagerness, and commitment cannot begin until trust begins," Copenhaver says. "When this point has been reached, distrust for the system and the program begin to disintegrate." □

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Publications

Following is a selected list of publications on manpower and related matters. Single copies of Manpower Administration publications for which no price is indicated can be obtained free by writing or telephoning the Manpower Administration, U.S. Department of Labor, Washington, D.C. 20210. Requests for copies of other free publications listed should be sent directly to the source indicated at the following addresses: Bureau of Labor Statistics, U.S. Department of Labor, Washington, D.C. 20212; Bureau of Labor Standards, U.S. Department of Labor, Washington, D.C. 20210; President's Committee on Employment of the Handicapped, U.S. Department of Labor, Washington, D.C., 20212. For publications not available free, write the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402, and enclose payment.

Area Trends in Employment and Unemployment

Monthly Manpower Administration publication which classifies 150 major labor areas of the country in six labor supply categories. Carries a monthly statistical supplement providing data on work force, unemployment, and employment in these areas and a listing of firms which have been certified as eligible for preference in Federal procurement contract awards. Summary table on nonagricultural job openings in selected occupations is published periodically.

Employment and Wages

Manpower Administration quarterly with statistics on employment and wages of workers covered by State unemployment insurance laws and of Federal workers covered by unemployment compensation.

Employment Service Statistics

Monthly Manpower Administration compilation of data on placements, job openings and referrals, employer services, counseling and testing, and other selected activities of the Federal-State employment service system.

Unemployment Insurance Statistics

Manpower Administration monthly with data collected and reported under unemployment insurance programs and Federal programs covering Federal civilian employees and ex-servicemen. Data include benefit payment activities, employer contributions, appeals decisions, and disqualifications for selected industries and occupations.

Benefit Series Service—Unemployment Insurance

Manpower Administration loose-leaf reference service that contains administrative and court decisions on major unemployment insurance issues and related material, by State. New case material issued monthly. Useful to persons working on appeals for unemployment insurance benefits and others interested in the unemployment insurance program. $5 (binders not included).

Comparison of State Unemployment Insurance Laws —Revision Series 3, Number 1

Manpower Administration revised loose-leaf pages covering changes in State unemployment insurance laws effective since Revision Series 2 Number 4, (January 1970) and technical modifications in existing text and tables. 75 cents.

Manpower

Monthly magazine of the Manpower Administration. Covers broad spectrum of programs and developments in job training and employment, including efforts to aid the disadvantaged, upgrading, vocational education, research, and hiring of the physically and mentally handicapped. Single copy 65 cents; annual subscription $7.50, foreign mailing $9.50.

Safety Standards

Bimonthly magazine published by Bureau of Labor Standards. Covers developments in industrial safety, with special reference to activities of States and Federal agencies. Single copies 20 cents; annual subscription $1, foreign mailing $1.25.

Performance

Monthly magazine of the President's Committee on Employment of the Handicapped. Covers progress in nationwide program to provide employment opportunities for all handicapped workers, new promotional and educational ideas and activities for the handicapped, and latest developments in fields of rehabilitation and placement of the disabled.

Occupational Outlook Handbook

Bureau of Labor Statistics 850-page encyclopedia of employment information includes reports on training and educational requirements, working conditions, salaries, and employment prospects through 1970's for more than 700 occupations and 30 major industries. Reflects changes in automation, technology, and economic climate expected during 1970's. $6.25.

Occupational Outlook Quarterly

Illustrated periodical published four times a year by the Bureau of Labor Statistics for counselors, teachers, educators, parents, and others who work with young people; students; and people interested in finding or changing jobs. Provides current information on employment trends and outlook. Supplements and brings up to date information in "Occupational Outlook Handbook." 45 cents per copy, annual subscription $1.50, foreign mailing $2.00.

Employment and Earnings

Monthly publication of Bureau of Labor Statistics giving current national statistics on labor force, employment, unemployment, hours, earnings, and labor turnover; State and area statistics on employment by major industry division; and hours, earnings, and labor turnover for manufacturing. Data are presented in summary, charts, and tables. Single copies $1.00; yearly subscription $10.00, foreign mailing $12.50.

Monthly Labor Review

Monthly magazine of the Bureau of Labor Statistics giving comprehensive coverage of entire labor field: Up-to-date information on impact of technological change, prices and living standards, employment and manpower, conciliation and arbitration, wages and salaries, industrial safety, industrial relations, contract clause analysis, and trade union developments. Includes statistics section and book review department. Single copies 75 cents; annual subscription $9.00, foreign mailing $11.25.

Labor Developments Abroad

Monthly publication of Bureau of Labor Statistics. Presents research information on recent labor developments in foreign countries. Based on reports from American Foreign Service posts, publications of foreign governments, foreign press, and experts in international labor developments. Single copy 25 cents; annual subscription $2.75, foreign mailing $3.50.

Current Wage Developments

Monthly Bureau of Labor Statistics report summarizing in text and tabular form wage and benefit changes in major collective bargaining situations.

The Consumer Price Index

Bureau of Labor Statistics monthly report on consumer price movements, including statistical tables and technical notes.

Labor Law Practices in Foreign Countries

Bureau of Labor Statistics series of individual reports on labor law and practice in foreign countries. Intended to provide background material for U.S. businessmen and others who may be employing local workers abroad, trade union and labor specialists, consulting economists, and students. Prices vary up to 75 cents.

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